

Workforce Planning Agency Data Resources Toolkit

RETENTION DATA

State government, like other employers, will not be able to keep all of its desired employees. A certain amount of turnover is inevitable and even desirable. We must, however, measure and respond to the reasons employees leave as well as the reasons why others stay. Regardless of the reasons, a determination of valid separation issues is critical to the continued retention of the employees who remain.

Turnover can be costly, regardless of the reasons. Determining the reasons for and assessing the financial impact of turnover will assist in showing the value of effective recruitment activities and will go a long way towards helping in the development of employee retention initiatives.

Effective workforce planning requires an examination of the following retention data:

- 1. Terminations by job classifications**

- 2. Reasons for terminations**

- 3. Exit interview data**

Suggested Resource:

Sample Exit Interviews

An effective method to collect information from departing employees is the exit interview. While many organizations pay only cursory attention to exit interviews, those that perform this function well have found that there is no better way to identify work environment conditions that can contribute to turnover.

We have included two samples of exit interviews that are designed to collect pertinent information on the exiting employee and the work conditions and individual perceptions that may have contributed to the departure.

A properly executed exit interview can provide valuable information to the human resources director and to the management team of the agency. The following examples are meant to serve as templates for an organization to ask those questions that will result in measurable data from which analyses can be performed.

The samples that follow lend themselves to either completion by the exiting employee or completion by the interviewer during a formal exit interview process. In either case the method of collecting this information should be open and non-threatening, and the questions should focus on organizational issues. We have suggested a set of demographic data that should also be gathered on the exiting employee to assist in targeting recruitment areas and to help identify any potential areas of perceived preferential treatment.

Employee Exit Interview **Sample I**

ITEM

Agree Disagree No Opin

1.	I knew what was expected of me at work.			
2.	I had the materials and equipment I needed to do my work right.			
3.	I had the opportunity to do what I do best each day.			
4.	I received recognition or praise for doing good work.			
5.	My supervisor, or someone at work, seemed to care about me as a person.			
6.	There was someone at work who encouraged my development.			
7.	At work, my opinions seemed to count.			
8.	The mission/purpose of my company made me feel my job was important.			
9.	My fellow employees were committed to doing quality work.			
10.	I had a best friend at work.			
11.	In the last six months, someone at work talked to me about my progress.			
12.	This last year, I had opportunities to learn and grow at work.			

Employee Exit Interview Survey

Sample II

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
<u>My Supervisor</u>				
1. My supervisor recognized contributions that I made to the organization.	1	2	3	4
2. My supervisor set an example for others to follow.	1	2	3	4
3. My supervisor treated me with dignity and respect.	1	2	3	4
4. My supervisor gave me <u>useful</u> feedback on my performance.	1	2	3	4
5. My supervisor gave me <u>timely</u> feedback on my performance.	1	2	3	4

Leadership

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
6. The leadership of this organization cares about people.	1	2	3	4
7. The leadership of this organization sets a high standard of performance.	1	2	3	4
8. The leadership of this organization has created an effective organizational structure.	1	2	3	4
9. I felt that my work efforts contributed to the mission and goals of the agency.	1	2	3	4

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
<u>Organizational Commitment</u>				
10. I value the relationships that I have developed with others in the organization.	1	2	3	4
11. Being in this organization was like being part of a family.	1	2	3	4
12. People in this organization look out for one another.	1	2	3	4

Compensation/Benefits

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
13. The compensation I received was commensurate with my level of education and experience.	1	2	3	4
14. My pay was in line with the current market rates for people with my skills and experience.	1	2	3	4
15. The benefits I received were an incentive to remain employed by state government.	1	2	3	4
	<u>Yes</u>	<u>No</u>	<u>Not Leaving State System</u>	
16. I compared the value of the state's benefits plan with that of my new employer before making the decision to leave.	1	2	3	

Advancement/Growth

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
17. My job provided me with an opportunity to learn and grow professionally.	1	2	3	4
18. This organization provided opportunities for promotion and/or advancement.	1	2	3	4
19. I was given adequate training to do my job.	1	2	3	4

Challenging Work

	<u>Strongly Disagree</u>	<u>Somewhat Disagree</u>	<u>Somewhat Agree</u>	<u>Strongly Agree</u>
20. My job provided me with challenging work to do.	1	2	3	4
21. I enjoyed the type of work that I did here.	1	2	3	4
22. My workload here was (check one):				
	<input type="checkbox"/> Too much for one person			
	<input type="checkbox"/> Occasionally heavy, but about right on most days			
	<input type="checkbox"/> Just right-not over or under worked			
	<input type="checkbox"/> Not enough-did not fully use my time			

Support

Strongly **Somewhat** **Somewhat** **Strongly**
Disagree **Disagree** **Agree** **Agree**

23. The equipment that I had to work with allowed me to perform at a high level.

1 2 3 4

24. The organization saw to it that I had the resources I need to do my job.

1 2 3 4

Strongly **Somewhat** **Somewhat** **Strongly**
Dissatisfied **Dissatisfied** **Satisfied** **Satisfied**

Overall Satisfaction

25. What was your overall level of satisfaction with your job? Please explain.

1 2 3 4

My main reason(s) for leaving is/are:

- _____ higher pay
- _____ better benefits
- _____ better chance for advancement
- _____ my relationship with my supervisor
- _____ the agency work environment
- _____ the lack of resources to adequately do my job
- _____ other, please elaborate _____

What, if anything, could the organization have done that would have made it more likely for you to stay? _____

Are you going to a new job in:

- _____ another state agency, but in a similar kind of work
- _____ another state agency, but in a different kind of work
- _____ private sector, but similar kind of work
- _____ private sector, different kind of work
- _____ Other, please elaborate _____

Demographic Information (Please complete the following questions about you to assist us with compiling statistical data related to retention):

a. My date of birth:

MM/DD/YY

b. My race is (check one):

- ☐ American Indian/Alaskan Native
- ☐ Asian/Pacific Islander
- ☐ Black/Non-Hispanic
- ☐ Hispanic
- ☐ White/Non-Hispanic
- ☐

c. My gender is:

- ☐ Male
- ☐ Female
- ☐

d. How many years of state service I have :

- ☐ 1-5
- ☐ 6-10
- ☐ 11-20
- ☐ more than 20
- ☐

e. My current job classification is:

Thank you for your assistance.